Department of Management and Marketing  
College of Business  
Texas A&M University-Corpus Christi  
Fall 2013

Course: MGMT 4305 – Staffing and Development  
Prerequisites: MGMT 3320, ORMS 3310 and Junior Standing or above


Instructor: Dr. Wingfield  
Time and Location: 8:00 - 9:15 a.m. in OCNR 132; Some on-line delivery is possible during the semester.

Office: OCNR 317  
Office Hours: TR 7:45-8:00 a.m.; 9:15-9:30a.m.; T 10:45 a.m. - 2:45 p.m., R 9:15 - 10:15 a.m. and available on-line in Blackboard by email during normal business hours, Monday through Friday, and randomly on the weekends; or by appointment.

Phone: 825-5560  
Email: Preferred email – use the Messenger function in Blackboard for this course. TAMU-CC email address is sue.wingfield@tamucc.edu

Course Description: 
A study of the concepts, methods, and problems encountered in the development, validation, and utilization of employee recruitment, selection, and retention. Legal defensibility, and organizational effectiveness of staffing will be discussed.

Learning Objectives: 
The purpose of this course is to provide the student with a more in-depth view of the Human Resource Management (HRM) functions of recruitment, selection and employee retention. It is very important that these functions of HRM be performed efficiently in the organization. If done improperly, recruitment actions can result in lawsuits, the loss of government contracts, harm to the firm's public image, and an inability to fill positions with qualified employees. These same consequences are also true of improper selection. After completing this course, students should be able to:
1. Understand the interrelationship between recruitment, selection, and retention.  
2. Recognize different selection methods and understand the purpose of each method.  
3. Understand and be able to develop recruitment and selection procedures.  
4. Understand and be able to interpret the reliability and validity of selection methods.  
5. Understand how to evaluate the effectiveness of a recruitment or selection procedure.  
6. Develop problem-solving, analysis, and interpretation skills through hands on, practical experiences.

Students will be aided in their development of the following:
1. KNOWLEDGE of the theory, research, and statistical procedures relevant to selection techniques and programs, as well as legal issues associated with selecting employees.
2. SKILL in using various selection techniques including statistics, recruitment, application blanks, interviews, psychological tests, work sampling methods, and assessment centers.

3. ABILITY to identify relevant issues and information; to use relevant information to design, develop, and evaluate selection programs; to identify and solve selection problems; and to effectively present information, decisions, and solutions.

Criteria for Evaluation:

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<tr>
<th>Component</th>
<th>Points</th>
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<tr>
<td>2 Exams – 220 points each</td>
<td>440</td>
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<tr>
<td>Optional Comprehensive Final Exam (to be used to replace lowest exam grade or as a make-up exam -- 220 points)</td>
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<tr>
<td>Skill-Based Exercises &amp; Experiences (varying points)</td>
<td>560</td>
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<tr>
<td>Total</td>
<td>1000</td>
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NOTES: No make-up exams will be given. If a student misses an exam, he or she will be required to take the comprehensive final exam to replace the missing exam grade.

NO LATE ASSIGNMENTS WILL BE ACCEPTED. Individual assignments must be submitted electronically to Turnitin.com on or before the due date. There are no exceptions.

Technology Issues: Due to the possibility of unforeseen circumstances, such as technical difficulties, or personal situations, you are encouraged to complete your assignments quizzes in time to rectify any problems before the deadlines.

Grading: Grades will be awarded according to the following distribution:

- A .......... 90% OR ABOVE
- B .......... 80% - 89.9%
- C .......... 70% - 79.9%
- D .......... 60% – 69.9%
- F .......... 59.9% OR BELOW

Dropping this Course:

At some time during the course of the semester you may find it necessary to drop this course. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation in the class WILL NOT automatically result in your being dropped from the course; you will receive a grade for the course unless you initiate the drop process.

The last day to drop a course with an automatic grade of “W” is 11/15/13.

Exams: You will be required to take two exams. Exams will require students to apply the material in multiple choice, matching, definition, short answer and/or discussion questions. Make-up exams will not be given. Students who miss an exam will take the optional final exam to replace the missing exam grade. Those who have not missed an exam may take the optional final in an effort to replace their lowest exam grade. This is a “no lose” situation. A student’s final grade will be computed using the two highest grades on the three exams.
It is assumed that all exams will be taken by the person to receive credit, and that assistance in answering questions will be neither sought nor received. Anything less than this will be considered Academic Misconduct and will be subject to penalties for all forms of academic misconduct as defined and explained in the Texas A&M University - Corpus Christi Catalog.

Skill-Based Exercises: Students must complete a series of skill-based assignments designed to provide them with experience in applying the material in the textbook and other sources of information. Assigned exercises and due dates are listed on the course calendar in Blackboard, on the syllabus, and on Turnitin.com. Information about grading is available at the end of this syllabus and a Rubric will be available in Blackboard at the beginning of the semester. Read this information prior to completion of the first assignment. All individual assignments must be submitted electronically to Turnitin.com. Assignments will be graded on Turnitin.com using Grademark. Click on the icon of a paper next to your submission to view the graded paper. The grading is not complete until I have entered a numerical value for the assignment.

Plagiarism on Assignments
Students may collaborate by discussing exercises, but each student must complete his or her own assignment, anything less than this is plagiarism and will result in an F (zero) for the assignment. Continued violations will result in an F in the course. For your information, Turnitin.com will compare assignments to those submitted during the current semester and to assignments that have been submitted in previous semesters.

NOTE: LATE ASSIGNMENTS WILL NOT BE ACCEPTED. MAKE SURE YOU CHECK YOUR DUE DATES AND TIMES DUE. YOU MUST SUBMIT YOUR ASSIGNMENTS TO TURNITIN.COM BY THE DATE AND TIME LISTED. Due to the possibility of unforeseen circumstances, such as technical difficulties with online submission and delivery, or personal situations, you are encouraged to complete your assignments and quizzes in time to rectify any problems before the deadlines.

Turnitin.com:
In an effort to protect you from unauthorized use of your original work and to aid in the identification of plagiarism, all papers and projects will be subject to screening by Turnitin.com. You are encouraged to familiarize yourself with the site and to take advantage of the valuable instructional materials explaining the details of plagiarism and the ways to identify and avoid plagiarism. An electronic version of the assignment must be submitted to Turnitin.com. Information on creating an account is available in Blackboard.

NOTE: You should only submit your responses to the questions, DO NOT SAVE THE ENTIRE CASE (SITUATION, DIRECTIONS, ETC....) TO THE FILE THAT YOU INTEND TO SUBMIT TO TURNITIN.COM. AGAIN, ONLY SUBMIT YOUR RESPONSES TO THE QUESTIONS NOT THE ENTIRE ASSIGNMENT. If you submit the entire case, it will appear in Turnitin.com as being plagiarized. NOTE: Turnitin.com will not accept Excel files. If you use Excel to complete an assignment, you will need to copy and paste the Excel Spreadsheet into Word and submit it to Turnitin as a Word file.

Course ID: 6702933
Password: recruitment
Communication with Dr. Wingfield:
Please use the BbMessages function in Blackboard to contact Dr. Wingfield. This is the best form of communication as it will not “get lost” in the campus email SPAM.

It is very important to me to be available to answer your questions and concerns. Please do not hesitate to contact me. I will be available in my office during office hours, and by email during normal business hours, Monday through Friday, and randomly on the weekends. I will do my best to answer your emails in a timely manner, however, if you do not receive a timely response please feel free to send a follow-up email after a reasonable time. If you need to meet with me please stop by my office during posted office hours or contact me to set up an appointment.

Classroom Conduct:
Each student is expected to maintain a professional attitude at all times. The use of foul language, discriminatory comments, or racial slurs will not be tolerated. You are required to maintain a professional attitude in all communications with students and the professor. Students who engage in disrespectful or inappropriate conduct will be reported to the Office of Student Affairs for appropriate action.

Students may use laptops in class ONLY to take notes and/or view PowerPoint slides for this course. Be aware that the Professor may view your laptop at any time. If the use of your laptop in class becomes a distraction to other students you will be asked to discontinue its use in the classroom.

Academic Integrity/Plagiarism:
Students are expected to conduct themselves in accordance with Texas A&M University - Corpus Christi standards of academic integrity and will be subject to penalties for all forms of academic misconduct as defined and explained in the Texas A&M University - Corpus Christi Catalog. Academic misconduct includes all forms of cheating, such as illicit possession of examinations or examination materials, forgery, or plagiarism (Plagiarism is the presentation of the work of another as one’s own work).

In this course there will be a ZERO tolerance for academic misconduct. At minimum, an automatic grade of zero will be given for any assignment/exam in which any element of academic misconduct has taken place, but could include all penalties appropriate under University rules as stated in the University catalog, including the receipt of an F in the course.

This course, and all other courses offered by the College of Business (COB), requires all of its students to abide by the COB Student Code of Ethics (available online at www.cob.tamucc.edu). Provisions and stipulations in the code are applicable to all students taking College of Business courses regardless of whether or not they are pursuing a degree awarded by the COB.

Grade Appeals
As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the
instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

Harassment:
Texas A&M-Corpus Christi believes that establishing a safe learning environment is necessary for an institution committed to the pursuit of excellence in instruction, research, and public service. Discrimination against, or harassment, or actions that are intended to harass, intimidate, or humiliate individuals on the basis of ethnicity, sex, religion, disability, or sexual preference is inconsistent with this institutional purpose and will not be condoned. Persons found guilty of harassment will be subject to disciplinary sanctions.

American with Disabilities Act Compliance:
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Disability Services Office at (361) 825-5816 or visit the office in CCH 116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

Oral and Written Communication Content: The acquisition of relevant knowledge, skills, and abilities is enhanced by discussion of the course material. Students are expected to come to class prepared to participate in class discussion and exercises. Students will also be asked to participate in discussion of controversial or emerging issues. Because the course covers material for which there are no definitive or correct answers, students are required to defend their conclusions and positions, using relevant knowledge, and must demonstrate competence both orally and in writing. Various assignments including the assigned project require the use of written communication. Oral communication is required during informal exchanges of ideas in class discussions.

Instructional Methodology: Instruction will include lecture, independent readings, online discussions, experiential exercises, and short cases. The emphasis will be on development of critical thinking skills through the practical application of theory.

Technology Applications: Many aspects of this course will be delivered utilizing Blackboard. Students are required to access quizzes, assignments, study guides and PowerPoint slides utilized in the classroom, through Blackboard. The Blackboard helpdesk is an excellent resource for technical problems that you cannot solve. You must report problems immediately in order to meet your deadlines. Knowledge of word processing is necessary to complete the individual assignments. Additionally, the student must be familiar with the electronic databases available in the library as well as the Internet. E-mail communication is encouraged for routine
communications; however it is discouraged for more personal, non-routine communications where face-to-face or telephone contact is more appropriate.

**Ethical Perspectives:** Throughout the course, the students will be required to recognize the ethical issues and to identify and apply appropriate ethical criteria in making staffing and development decisions.

**Global Perspectives:** Although the course does not directly address globalization, students will be encouraged to identify the general impact of globalization on various staffing and development activities.

**Demographic Diversity Perspectives:** Due to federal regulation, staffing has long been concerned with demographic diversity. Students will be required to understand how issues of demographic diversity have led to federal regulation, the impact of various techniques on demographically diverse individuals, and the impact of continued demographic diversity on staffing and development activities and practices.

**Political, Social, Legal, Regulatory, and Environmental Perspectives:** One of the major goals of staffing activities is to comply with regulation and to be able to defend the organization’s practices and decisions in the event that those practices and decisions are challenged. It is, therefore, extremely important that students know the relevant laws, orders, and guidelines and to understand how they might design "legal" selection systems. The first part of the course will be concerned with regulation and the job analysis and statistical techniques needed to demonstrate compliance. When particular selection techniques are presented, the legal implications will be discussed.

**Final Notes:** The following course calendar will provide a guideline for the course scheduling. However, certain changes in assignments and/or due dates may be made as the instructor deems necessary. Such changes will be posted on Blackboard and announced in class. These changes will represent an amendment to the schedule.

Students are responsible for all material covered in the textbooks, exercises, PowerPoint slides and lectures. **It is the student’s responsibility to keep up with due dates for all exams, assignments, and announcements made in class. Students must also take responsibility to check for and read announcements posted in Blackboard.**

**The Last Day to Drop a course with a grade of W is 11/15/13.**
## Course Calendar:

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
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<tbody>
<tr>
<td>1</td>
<td>R 9/5</td>
<td>Intro to the Course &amp; Staffing</td>
<td>1</td>
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<td></td>
<td><strong>Requirements for Week 1</strong></td>
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<tr>
<td></td>
<td></td>
<td><em>Read Syllabus and familiarize yourself with materials on Blackboard</em></td>
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<td><em>Make sure you follow the steps to prepare your computer to use Blackboard</em></td>
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<td><em>Register for the course in Turnitin.com using information provided in the syllabus</em></td>
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<td><em>Read Chapter 1</em></td>
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<tr>
<td>2</td>
<td>T 9/10 &amp; R 9/12</td>
<td>Staffing Models and Strategy &amp; Legal Compliance</td>
<td>1 &amp; 2</td>
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<td><strong>Requirements for Week 2</strong></td>
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<td></td>
<td></td>
<td><em>Read Chapters 1 &amp; 2</em></td>
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<td><em>Read Tanglewood Cases 1&amp; 2 – ask questions about the assignment in class</em></td>
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<tr>
<td>3</td>
<td>T 9/17 &amp; R 9/19</td>
<td>Job Analysis &amp; Planning</td>
<td>3 &amp; 4</td>
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<td><strong>Requirements for Week 3</strong></td>
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<td><em>Read Chapters 3 &amp; 4</em></td>
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<td><em>Review Tanglewood Cases 1&amp; 2 – ask questions about the assignment in class</em></td>
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<td>4</td>
<td>T 9/24 &amp; R 9/26</td>
<td>Recruitment</td>
<td>5 &amp; 6</td>
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<td><strong>Requirements for Week 4</strong></td>
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<td><em>Read Chapters 5 &amp; 6</em></td>
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<td><em>Submit responses for Assignment 1 to Turnitin.com by 11:55 p.m. on Wednesday 9/25</em></td>
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<td><em>Assignment 1- Complete Tanglewood Cases 1&amp;2</em></td>
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<tr>
<td>5</td>
<td>T 10/1 &amp; R 10/3</td>
<td>Recruitment</td>
<td>5 &amp; 6</td>
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<td><strong>Requirements for Week 5</strong></td>
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<td></td>
<td><em>Review Chapters 5 &amp; 6</em></td>
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<td><em>Study for Exam #1 Chapters 1-6</em></td>
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<td><em>Submit responses for Assignment 2 to Turnitin.com by 11:55 p.m. on Wednesday 10/2</em></td>
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<td><em>Assignment 2- Complete Tanglewood Case 3</em></td>
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<tr>
<td>6</td>
<td>T 10/8 &amp; R 10/10</td>
<td>Selection Measurement</td>
<td>7</td>
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<td><strong>Requirements for Week 6</strong></td>
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<td><em>Read Chapter 7</em></td>
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<td><em>Study for Exam #1 Chapters 1-6</em></td>
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<td><em>Complete Exam #1 covering Chapters 1-6 in class on Thursday 10/10</em></td>
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<tr>
<td>7</td>
<td>T 10/15 &amp; R 10/17</td>
<td>Selection Measurement (In-class Exercise)</td>
<td>7&amp;11</td>
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<td><strong>Requirements for Week 7</strong></td>
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<td></td>
<td><em>Read Chapter 7</em></td>
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<td><em>Complete in class assignment on Thursday 10/17</em></td>
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<tr>
<td>8</td>
<td>T 10/22 &amp; R 10/24</td>
<td>Selection Measurement</td>
<td>7&amp;11</td>
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<td><strong>Requirements for Week 8</strong></td>
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<td><em>Read Chapters 7&amp;11</em></td>
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<td><em>Read Assignment #3 and ask questions about the assignment in class</em></td>
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Requirements for Week 9

- *Complete in class assignment on Tuesday and Thursday 10/29 & 10/31*
- *Review Assignment #3 and ask questions about the assignment in class*

Requirements for Week 10

- *Read Chapters 11&12*
- *Submit responses for Assignment 3 to Turnitin.com by 11:55 p.m. on Monday 11/4*

Requirements for Week 11

- *Read Chapters 11&12*
- *Last Day to Drop a course with a grade of “W”*

Requirements for Week 12

- *Read Chapters 8 - 10*
- *Review Assignment #4 and ask questions about the assignment in class*

Requirements for Week 13

- *Thanksgiving Holiday*
- *Read Chapters 8-10*
- *Review Assignment #4 and ask questions about the assignment in class*

Requirements for Week 14

- *Read Chapters 8-10*
- *Study for Exam #2 Chapters 7-12&14*
- *Submit responses for Assignment 4 to Turnitin.com by 11:55 p.m. on Monday 12/2*
- *Assignment 4 - Complete Tanglewood Case 7*

Requirements for Week 15

- *Read Chapter 14*
- *Study for Exam #2 Chapters 7-12 & 14*
- *Exam # 2 Chapters 7-12, 14*
- *Optional Comprehensive Final*
- *Complete Exam #2 covering Chapters 7-12, 14 in class on Tuesday 12/10*
- *Complete Optional Final Exam at 8:00 a.m. on Thursday 12/12*
Assignment Grades will be determined as follows:
A Rubric will be available in Blackboard at the beginning of the semester.

- An "A" assignment will be concise, well organized, and professional. The discussion of the topics will show significant depth of analysis, insight and understanding. Solutions/responses will be well justified with several sources of data from the case, the text, and other available information. The responses will be easily understood, properly referenced, and will be free of errors in grammar and spelling.

- A "B" assignment will reflect greater than average professionalism, depth of analysis, insight and understanding. Solutions/responses will be well justified with a few sources of data from the case, the text, and other available information. The paper will be easily understood, properly referenced and will be free of errors in grammar and spelling.

- A "C" assignment will show an average depth of analysis, insight and understanding of the topics. Solutions/responses will be somewhat justified and the assignment will be grammatically correct and free of spelling errors.

- A "D" assignment will meet the minimal requirements for analysis and topic understanding. Solutions/response will be more opinion and not well justified. This paper will demonstrate little concern for clarity, correct grammar, or relevant content.

- An “F” assignment will not meet the minimum requirements. An automatic "0" will be given for any plagiarism, regardless of the quality of the research and other writing. See the section on academic honesty in the class syllabus.

Other Assignment Grading Notes
Assignments will be graded using Turnitin.com’s Grademark. Click on the icon of a paper next to your submission to view the graded paper. The grading is not complete until a numerical value has been entered.

NOTE: You should only submit your responses to the questions, DO NOT SAVE THE ENTIRE CASE (SITUATION, DIRECTIONS, ETC....) TO THE FILE THAT YOU INTEND TO SUBMIT TO TURNITIN.COM. AGAIN, ONLY SUBMIT YOUR
RESPONSES TO THE QUESTIONS NOT THE ENTIRE ASSIGNMENT. If you submit the entire case, it will appear in Turnitin.com as being plagiarized.

When completing your assignments, be sure to JUSTIFY your responses with calculations, facts from the case, facts from the text, facts from the notes, or the PowerPoint slides. Your opinion is welcomed and necessary, but must be supported by the information/data provided in the case and other relevant information. You should always remember to consider both ethical and legal ramifications of your decisions.

Assigned exercises and due dates are listed on the course calendar and in Blackboard.

Remember, all individual assignments must be submitted electronically to Turnitin.com. NOTE: LATE ASSIGNMENTS WILL NOT BE ACCEPTED. MAKE SURE YOU CHECK YOUR DUE DATES AND TIMES DUE. YOU MUST SUBMIT YOUR ASSIGNMENT TO TURNITIN.COM BY THE DATE AND TIME LISTED.

Due to the possibility of unforeseen circumstances, such as technical difficulties, or personal situations, you are encouraged to complete your assignments in time to rectify any problems before the deadlines.